



**Performance Governance “Light” Committee – Minute of Meeting
Monday 12th March at 11.30am
Via Microsoft Teams**

1.0 Attendance

Present: Non-Executive Members

Linda Semple (Chair)
Marc Mazzucco
Joyce White
Lee Lyons

Board Advisor/Ex-Officio

Gordon James	Chief Executive
David Stonehouse	Interim Director of Finance
Kirstin Dickson	Director of Transformation and Sustainability
Vicki Campbell	Director of Acute Services
Roisin Kavanagh	Director of Pharmacy

In Attendance:	Vicki Campbell	Director of Acute Services
	Roisin Kavanagh	Director of Pharmacy
	Rob Whiteford	Assistant Director of Finance
	Brian Steven	Turnaround Director
	Alistair Grant	Scottish Government
	Natalie Calder	Scottish Government
	Shirley Taylor	Committee Secretary (Minutes)

1.1 Apologies

The chair welcomed everyone to the committee. Apologies were received from Lesley Bowie, Sheila Cowan, Crawford McGuffie, Jennifer Wilson and Ewing Hope.

2. Budget Rationalisation

A private Board Workshop took place prior to the PGC “Light” meeting to discuss the three year financial plan and transformational work which will need to take place to deliver the over the period. It was agreed that the presentation would be shared with Scottish Government colleagues.

The key focus of the discussion at the Board Workshop was the position of a £67m deficit against the £25m requested by Scottish Government. Since going to level 4 the support from the Scottish Government has increased to £45m. With non-recurrent support the gap is approximately £6m.

One of the main areas of focus for the Board workshop was where we are in terms of savings and the 2026/27 Best Value Plan which was discussed in detail. It was agreed it was important to work to move the amber areas to green and the red areas to amber in order to ensure progress. It was highlighted that the areas which were noted as green were things which could be delivered with immediate effect saving £11.3m. Assurance of deliverable plans were requested for all areas and committee members requested an independent understanding of the detail of the £30m savings options and detail to support the other £6m. The need to progress urgently with these savings to deliver the annual targets was noted.

ACTION – David Stonehouse/Kirstin Dickson

The Director of Transformation and Sustainability shared a snapshot from the tracker taken earlier in the week and highlighted that the figures contained within the presentation have already started to move as work is continuing to firm up. The Digital Delivery plan is moving through the governance process for sign off and a great deal of work is ongoing in unscheduled care. A new Ayrshire transformation Board has been developed to look at challenges with regard to flow and delayed discharges and will link into discharge without delay and safer bed closures. Reviews will be conducted on waiting list and job planning guidance and there will be opportunities for workforce diversification. The key to all of this work will be operational control and grip.

IJB savings plans were questioned as if thought to be a whole system then a plan should be in place for savings going forward. A committee member advised that this has been raised with the Cabinet Secretary from North Ayrshire due to the reduction in social care spend which will ultimately result in significant pressures for health.

Discussion took place on the risks which will be defined within the plans and present on the risk register. This will in turn, link back to the financial plan.

Discussions took place on zero based budgeting and a five year analysis has been conducted across four categories with regard to discretionary spend and whether this will impact the care being provided. The data sets from this have been sent to each Director noting areas of specific responsibility. It was highlighted that this has not been conducted in another NHS Board and is a new and innovative way of working.

Some areas have been identified in terms of digital savings however more work is required on this to change staff's way of working.

It was noted that the budget is required to be approved by the NHS Board however is not fully approved until it is agreed by Scottish Government, it was agreed by members that additional detail was required to show deliverables against the

additional plans noted, although work is ongoing in these areas the figures have not as yet been finalised so could not be included in the plans at this stage. Members agreed it would be helpful to see an approximation in order to be able to approve the plan. It was agreed that a development list with approximate costs being added for the additional plans. On this basis the budget was recommended to the Board for approval.

Outcome: *The committee recommended the budget for approval by the Board following inclusion of additional costs.*

3. Date and Time of Next Meeting

The next meeting will take place on Thursday 26th March at 9.30am